

### **General Sideboards for all work groups assigned to implement redesign recommendations**

- WMPR team recommends Implementation Worksheet and general Work Group membership to WaMT.
- WaMT approves Work Group.
- The Work Group's primary contact is the team sponsor (either a WaMT member or a member of the WMPR team).
- WaMT provides the general direction for Work Group activities and is responsible for ensuring implementation occurs timely and within sideboards.
- WaMT is responsible for reporting performance measures on redesign implementation to the AWMT, quarterly

### **Implementation Activity Worksheet**

**Theme:** Organizational Structure

**Activity:** Implement program structure and operations

**Charge:**

- Using the bureau and region structure changes in the Redesign Report, develop a detailed plan for the program, with the necessary skill sets, individual position duties, responsibilities, and reporting relationships.
- Propose resource allocations and conceptual staffing (1. What is needed; and 2. What is practical under present staffing (83.5 FTE).
  - Plan for and implement the recommended structural changes in a manner that supports and incorporates the management systems recommended– in the WMPR report.
    - Sub-groups are needed to develop how the plan review work will be conducted, and how teams will be used in the program. See the worksheet for the plan review sub-group.
    - Provide a mechanism to do the work that was previously done by the program-based standing teams. Phase implementation as necessary for a smooth transition.
    - Identify cross-program standing teams needed, such as communication, IT, training, and environmental monitoring.
  - Recommend change mechanisms to ease the transition.
  - Involve stakeholder input to this effort.

**Sideboards:**

- Strive to minimize staff reassignment and dislocation.
- Develop proposals with HR considerations in mind.
- Teams will no longer exist as they do now. Because the Bureau is organized along program lines, the sections, their staff and experienced Region staff will be responsible for the work of the current program-based teams.
- While the transition occurs, teams should continue to operate as they do now.
- Proposals maintain the positive relationships that exist presently in the program-based teams.
- Plan review work is done with limited staff, and completed in a manner that ensures consistency and timeliness.
- Seek input from stakeholders on this effort.

**How to get the job done-person or work group-leadership:**

- Form a work group to do this work.
  - Use sub-groups as needed (plan review, standing teams needed in the program, etc)

- Assign Leadership from the WaMT.
- Reference the Air Management Re-deployment effort to learn from their experience.
- Involve Human Resources to assist in this effort.

#### **Necessary steps:**

- Develop a detailed timeline and project plan (necessary steps, milestones, specific products).
- Seek clarification from Team Sponsor or the WaMT immediately and throughout the project, as needed.
- Create sub-groups as necessary to complete all of this work (see worksheet on sub-group for plan review)
- Conceptualize work unit structures including staff and management relationships.
- Determine how Region staff will participate in the new program-based structure.
- Determine how staff (region and bureau) will be accountable within the new structure and operations.
- Identify skill sets.
- Identify resource needs.
- Identify classifications.
- Involve HR/understand HR and union guidelines/constraints.
- Identify needed standing teams.
- Identify how work within the program is accomplished (teams, relationships, communication)
- Develop written proposal.
- Develop PDs
- Develop plan for staff transition
- Implement plan
- Identify change needs and develop a plan to address those in the transition.

#### **Timeline:**

- First draft of the plan to change the program structure and operations - April 15, 2005
- Second draft of the plan to change the program structure and operations - June 1, 2005.
- Begin implementation no later than July 1, 2005.

#### **Skill sets:**

- Active, engaged Team members
- Management (regional leader, section chief, bureau director)
- Staff (hydro, engineer, specialist)
- Standing Team Leader knowledge (how the teams operate currently)
- Communication skills
- Human Resources knowledge
- Knowledge of managing change and transitions

#### **Resource needs (hours/FTES and \$):**

- 2 – 3 managers for 200 hours each
- 3 – 5 staff (hydro, engineer, specialist) for 200 hours each
- Team Leader for 200 hours
- Human Resources person

#### **Dependencies- other programs, etc.:**

- Sub-groups are coordinated
- Human Resources